THE

GEORGE WASHINGTON UNIVERSITY

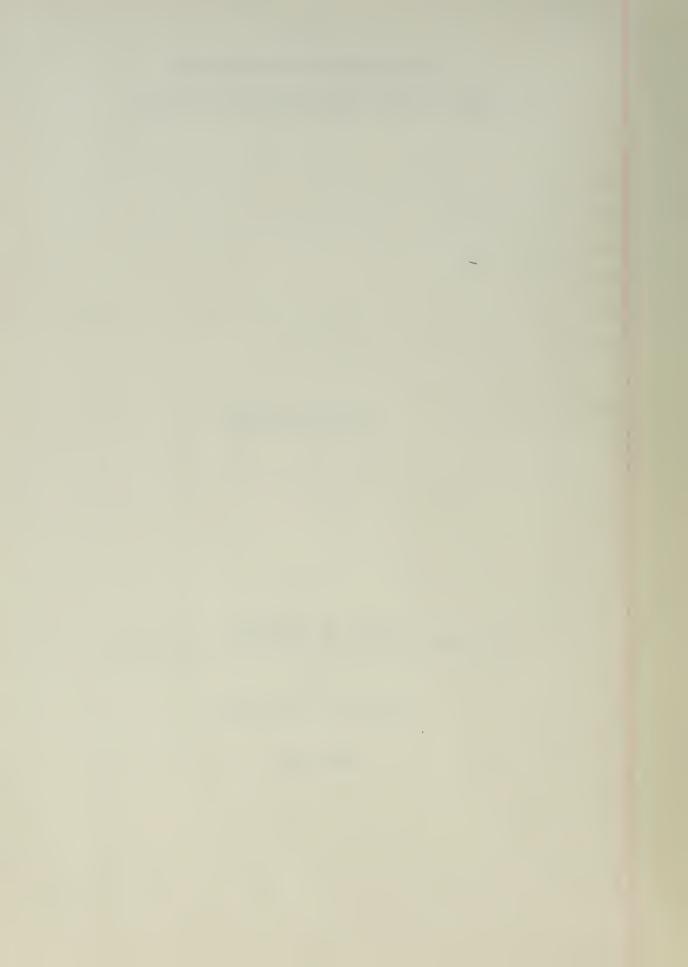NAVY GRADUATE COMPTROLLERSHIP PROGRAM

"ADMINISTRATION!"

BY

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For

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PREFACE

The writer has been given the invaluable opportunity during his time at the George Washington University to explore the writings of several thought leaders in the field of "Administration". This study effort has been instrumental in helping the writer partially to crystallize his thoughts and opinions regarding "Administration" as a corporate technique - corporate in the sense of involving a corpus of people.

Particularly impressive has been the inclination on the part of so many of the writers to simply recast a few basic ideas, as evidenced by similarity, subject matter and the bibliographies citing the books of early writers on "Administration". Probably all fields of progress have, in their initial phases, proceeded from similar methods of approach, but, usually, significant departures from initial agreements develop among leaders in the particular fields, present themselves in written form as time passes. However, there seems to be surprisingly little minority thought in this particular field, so the writer has decided to add some under the general premise that all fields need dissenters to goad real progress into motion.

To-day the dirth of progress in "Administration" is evident in the Macedonian cries going up from leaders in the business world for executives who are capable of understanding what is going on and of producing administrative solutions equal in rank of cleverness and aptness to the technical developments
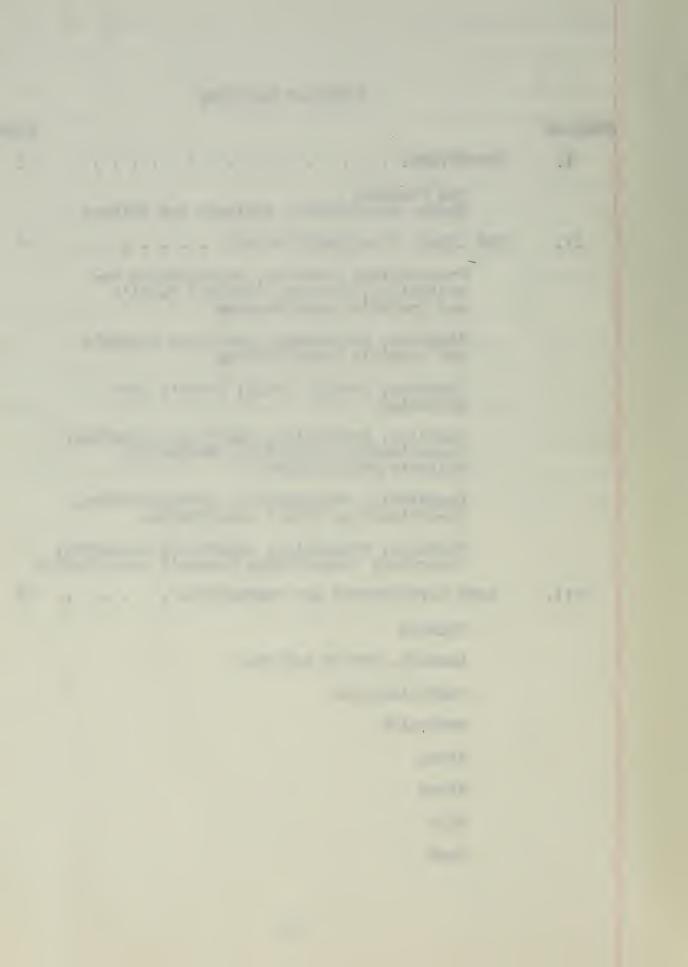
which are snowballing in the world of to-day. Because of this, it would seem that the stereotyped approach is subject to serious question and that a challenging set of principles must be presented which will stir the imaginations of those who would lead thought in the field, up and out. The writer probably will arouse disagreement in his selection of principles which will be presented in the last chapter, since they will embody something different from the stereotyped principles advanced by many major writers in the field.

The writer is indebted to many with whom the subject matter has been discussed, and particularly those unfortunates who have been subjected to his "administrative" efforts in the past. It is to be hoped that some marked improvement in practical application will eventuate from his consideration of the background material of this paper and the statement of principles enunciated in the last chapter.
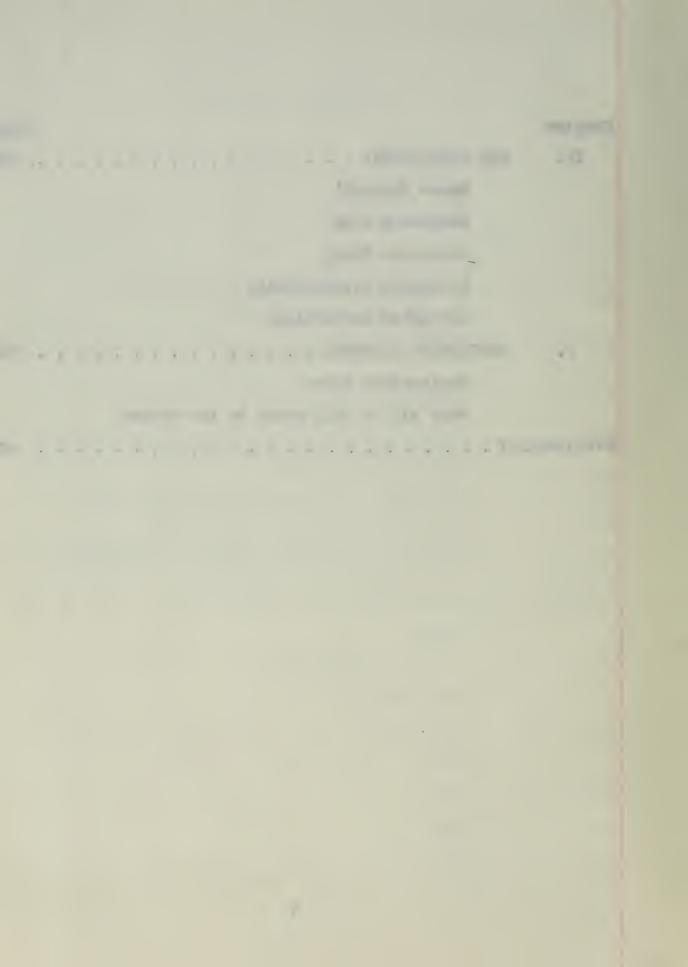
CHAPTER I

BEGINNINGS

The Founders

13. And it came to pass on the morrow, that Moses sat to judge the people: and the people stood by Moses from the morning unto the evening.

14. And when Moses' father in law saw all that he did to the people, he said, What is this thing that thou doest to the people? why sittest thou thyself alone, and all the people stand by thee from morning unto even?

15. And Moses said unto his father in law, Because the people come unto me to enquire of God:

16. When they have a matter, they come unto me: and I judge between one and another, and I do make them know the statutes of God, and his laws.

17. And Moses' father in law said unto him, The thing that thou doest is not good.

18. Thou wilt surely wear away, both thou, and this people that is with thee: for this thing is too heavy for thee; thou art not able to perform it thyself alone.

19. Hearken now unto my voice, I will give thee counsel, and God shall be with thee: Be thou for the people to God-ward, that thou mayest bring the causes unto God:

20. And thou shalt teach them ordinances and laws, and shall show them the way wherein they must walk, and the work that they must do.

21. Moreover thou shalt provide out of all the people able men, such as fear God, men of truth, hating covetousness; and place such over them to be rulers of thousands, and rulers of hundreds, rulers of fifties, and rulers of tens.

22. And let them judge the people at all seasons; and it shall be, that every great matter they shall bring unto thee, but every small matter they shall judge; so shall it be easier for thyself, and they shall bear the burden with thee.

23. If thou shalt do this thing, and God command thee so, then thou shalt be able to endure, and all this people shall also go to their place in peace.

24. So Moses hearkened to the voice of his father in law, and did all that he had said.[1]

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[1] Moses, The Second Book of Moses, Called EXODUS, Ch. 18, verses 13-24, from the Marked Bible being the King James or authorized version of the Old and New Testaments, (Philadelphia: The John C. Winston Company, 1928), p. 68.

Jethro, the priest of Midian, Moses' father in law, really knew what he was talking about, and is probably the most under-rated administrator in history, since, upon his detailed advice, one of the most difficult, best-organized administrative efforts in history was successfully concluded _without_ reorganization during the many years the plan was in effect. His assessment of Moses' problems was doubly brilliant when it is realized that he devised the plan quoted above during a casual visit to see his daughter, Moses and their children. He observed that Moses was trying to do everything himself.

Of course, there are other ancient examples of administrative brilliance, some older than that cited in the above quotation: the Egyptians; the Incas; the great conquerors of many periods. The point is that all were forced to devise plans for work simplification and corporate effort to permit the realization of objectives. However, the successful accomplishment of those objectives has always been dependent on getting the right people to staff the management of the undertaking. Moses, had he been unable to select "able men" to carry out Jethro's plan, would have failed.

It would, therefore, appear that the most important principle of "Administration" is, The Right Principals. To a great extent, this has been ignored by modern writers, or, through insufficient emphasis, has been relegated to a place of secondary importance, in order to concentrate on the fascinating details of "how to". There is an abundance of the latter type of information, but there is little that searchingly examines what a person should _be_ in order to use the "how to". Fortunately, however, an increasing number of

practical leaders have begun to offer the benefits of their experience in written form. To be sure, the writings of the theoreticians about detailed techniques of "Administration" are useful when appropriately ranked in importance with the practical considerations of the human processes inherent in the field. It follows that a good administrator will utilize the carefully worked out techniques which, in general, seem to have been agreed upon by the fraternity, in carrying out his larger responsibilities of utilizing people.

Latter Day Leaders

No attempt has been made to ferret out all, or even a significant number of the authors who have contributed to many of the present day concepts of "Administration". There seems to be, however, a certain few whose writings have been echoed in the writings of many. The re-writing and expanding of the original material of these few by the many is fast filling the shelves of libraries. The names, Learned, Ulrich, Booz, Roethlisberger, Given, Dale, Metcalf, Urwick, Barnard, Tead, Fayol, Niles, Newman, Owens, Holden, Fish, Smith, Hoslett, Stryker, Gulick, Follett, Mooney, Brown, McCormick-- all of these appear with regularity in the bibliographies of volumes on "Administration". Some of these authors are originators, others analysts and, still others, editors. All have made material contributions and it seems axiomatic that no study of "Administration" would be complete without devoting a considerable effort to the works of these writers, at least. More detailed reference to some of the works of most of these authors will be made in the ensuing chapters.

CHAPTER II

THE LITANY OF ADMINISTRATION

Fayol

Henri Fayol, a French mining engineer, is accepted widely as the thought leader of "Administration" as it is conceived of in the minds of most writers in the field today. His works were translated into English by Lieutenant Colonel Lyndall Urwick, an Englishman, and have become a sort of touchstone to modern writers, so it seems appropriate that he be accorded first position among the distinguished fathers of modern "Administration". Fayol developed general princi-ples of Management as well as elements of Management. At this point, and in the interest of clarification, it is necessary to interpret Fayol's use of the word, Management. It appears that he used the term interchangeably with "Administration". He carefully defined his term, "Administration", during an address which he made before the Second International Congress of Administrative Science when he said:

> The meaning which I have given to the word administration and which has been generally adopted, broadens considerably the field of administrative science. It embraces not only the public service but enterprises of every size and description, of every form and every purpose. All undertakings require planning, org-anization, command, co-ordination and control, and in order to function properly, all must observe the same general principles. We are no longer confronted with several administrative sciences, but with one which can be applied equally well to public and to private affairs.[1]

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[1]"The Administrative Theory in the State," in Papers in the Science of Administration, edited by Luther Gulick and L. Urwick, (New York: Columbia University Press, 1937).

Somewhat inconsistently, he refers to the principles of "Administration" itemized in the above quotation as elements of Management in his book on General and Industrial Management[1] with one slight difference, an additional principle, forecasting. Fayol's principles of management, as distinguished from elements, are listed below:

1. Division of Work.
2. Authority.
3. Discipline.
4. Unity of Command.
5. Unity of Direction.
6. Subordination of individual interests to the general interest.
7. Remuneration.
8. Centralization.
9. Scalar chain (line of authority).
10. Order.
11. Equity.
12. Stability of tenure of personnel.
13. Initiative.
14. Esprit de corps.[2]

It is interesting to note the strong emphasis laid upon the human factors in the above list. Of particular note is Fayol's concept of Esprit de corps as a management principle:

"Union is strength." Business heads would do well to ponder this proverb. Harmony, union among personnel of a concern, is great strength in that concern. Effort, then should be made to establish it. Among the countless methods in use I will single out specially one principle to be observed and two pitfalls to be avoided. The principle to be observed is unity of command; the dangers to be avoided are (a) a misguided interpretation of the motto "divide and rule", (b) the abuse of written communications. [3]

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[1] Henri Fayol, General and Industrial Management, (New York: Pitman Publishing Corporation, 1949, Original in French, 1909) p. 6.

[2] Ibid., p. 19.

[3] Ibid., p. 40.

(a) _Personnel must not be split up_. Dividing enemy forces
to weaken them is clever, but dividing one's own team is a
grave sin against the business. Whether this error results
from inadequate managerial capacity or imperfect grasp of things,
or from egoism which sacrifices general interest to personal
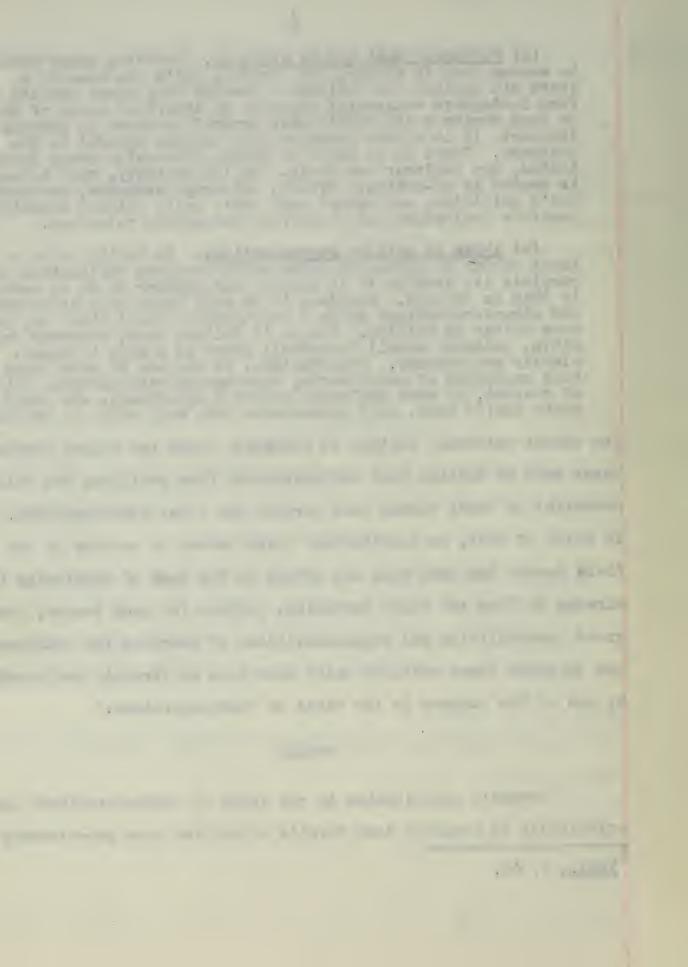interest, it is always reprehensible because harmful to the
business. There is no merit in sowing dissension among subord-
inates; any beginner can do it. On the contrary, real talent
is needed to co-ordinate effort, encourage keenness, use each
man's abilities, and reward each one's merit without arousing
possible jealousies and disturbing harmonious relations.

(b) _Abuse of written communications_. In dealing with a bus-
iness matter or giving an order which requires explanation to
complete it, usually it is simpler and quicker to do so verbal-
ly than in writing. Besides, it is well known that differences
and misunderstandings which a conversation could clear up, grow
more bitter in writing. Thence it follows that, wherever pos-
sible, contacts should be verbal; there is a gain in speed,
clarity and harmony. Nevertheless, it happens in some firms
that employees of neighbouring departments with numerous points
of contact, or even employees within a department, who could
quite easily meet, only communicate with each other in writing.[1]

The almost universal failure to recognize these two points contri-

butes more to holding back administrators from realizing the full

potential of their forces than perhaps any other considerations.

In spite of this, an inordinately large number of writers of the

field devote too much time and effort to the task of developing the

minutae of "how to" while foregoing, perhaps for good reason, the

great possibilities and responsibilities of teaching the uninformed

how to avoid these pitfalls which have been so strongly indicated

by one of the fathers in the field of "Administration."

Urwick

Urwick's contribution to the study of "Administration" lay

principally in breaking down Fayol's principles into sub-elements.

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[1] _Ibid._, p. 40.

No attempt will be made to explore the details of his study except
to point to its existence and to refer the reader to Urwick's book
on the subject.[1] He has also rendered another important service
by summarizing in tabular form in an appendix to the book, the ad-
ministrative principles enunciated by Fayol, Mooney and Reiley,
Taylor, Follett, Graicunas and his own (Urwick's) sub-divisions of
principles.

Mooney and Reiley

James D. Mooney and Alan C. Reiley summarized their princi-
ples of "Administration" in three groupings which they intend to be
synonymous:

Determinative	Planning	Legislative
Applicative	Performing	Executive
Interpretive	Deciding	Judicial[2]

Brown

Alvin Brown's statement of principles of "Administration" is
perhaps the simplest of all: Planning, Doing, Seeing[3] These prin-
ciples are very similar to Mooney's Planning, Performing and Decid-
ing, and embrace, in their breakdown, all of the principles advanced
by Fayol and others. While these stated principles have been praised
for their simplicity, it is believed that they constitute an over-
simplification, possibly misleading to the casual reader. Brown
has also contributed much to the original thought of the field and
has delved into the abstract phases of "Administration".

[1] Lyndall Urwick, The Elements of Administration, (New York & London:
Harper & Brothers Publishers, 1943), passim.

[2] James D. Mooney and Alan C. Reiley, The Principles of Organization,
(New York: Harper & Brothers, 1947), passim.

[3] Alvin Brown, Organization of Industry, (New York: Prentice-Hall,
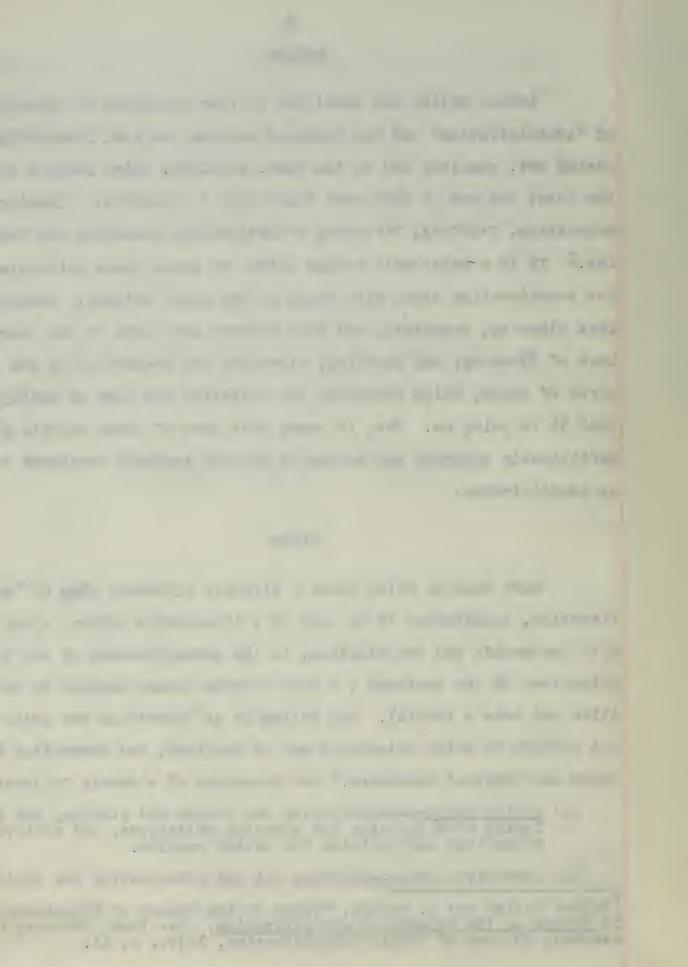Inc., 1947) passim.

Gulick

Luther Gulick has developed a finer breakdown of principles of "Administration" and has produced perhaps the most frequently quoted set, possibly due to the word, POSDCORB, which results from the first letters of each word describing a principle: Planning, Organizing, Staffing, Directing CO-ordinating, Reporting and Budgeting.[1] It is a relatively simple matter to group these principles for consideration along with those of the other writers. Granted that planning, organizing and such efforts are parts of the overall task of planning; and staffing, directing and co-ordinating are parts of doing, while reporting and budgeting are ways of seeing what it is going on. Yet, it seems that each of these efforts is sufficiently separate and unique to warrant separate treatment by an administrator.

Niles

Mary Cushing Niles takes a slightly different view of "Administration, considering it as part of a tri-partite effort, along with Leadership and Organization, in the accomplishment of the broad objectives of the business (a high falutin phrase meaning to stay alive and make a profit). She defines it as "providing the policies and methods by which objectives can be realized, and marshaling the human and physical resources." Her breakdown of elements follows:

    (a) Policy making--anticipating the future and planning for it, laying down policies for securing objectives, and modifying objectives and policies for better results.

    (b) Executive action--carrying out and interpreting the policies

[1] Luther Gulick and L. Urwick, "Notes on the Theory of Organization", in Papers on the Science of Administration, (New York: Columbia University, College of Public Administration, 1937), p. 13.

and dealing with the present, particularly with the problems and difficulties which arise from day to day.

(c) <u>Control</u>--knowing that the execution is proceeding according to plans and policies laid down--with a view to further policy making and planning.

(d) <u>Coordination</u>--at all times securing harmony of action toward the objectives, through leadership, organization and administration.[1]
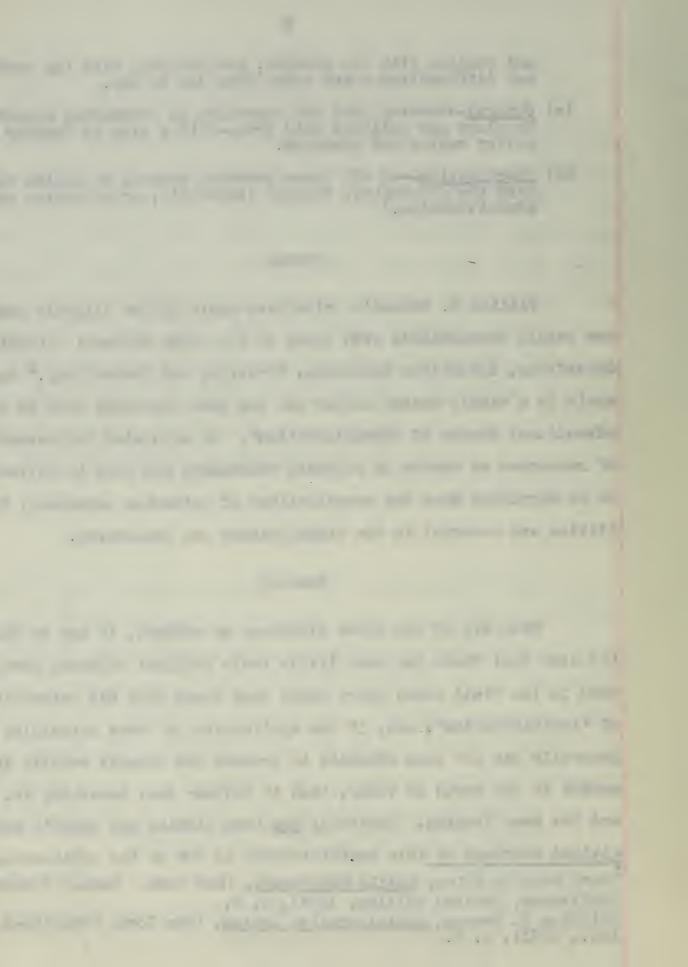
Newman

William H. Newman's principles again differ slightly and are easily reconcilable with those of the other writers: Planning, Organizing, Assembling Resources, Directing and Controlling.[2] Here again is a widely quoted author who has done important work in the educational phases of "Administration". He separates the assembling of resources as worthy of separate treatment, and this is believed to be warranted when the complications of gathering personnel, facilities and material in the right balance are considered.

Summary

From all of the above citations of authors, it can be readily seen that there has been little truly original thinking developed in the field since Henri Fayol came forth with his principles of "Administration"; and, if the application of these principles generally has not been adequate to produce the dynamic results demanded in the world of today, then it follows that something is, and has been lacking. Something <u>has</u> been lacking and today's proclaimed shortage of able administrators is one of the outstanding

[1]Mary Cushing Niles, <u>Middle Management</u>, (New York: Harper & Brothers Publishers, Revised edition, 1954), p. 8.

[2]William H. Newman, <u>Administrative Action</u>, (New York: Prentice-Hall, Inc., 1951), p. 4.

problems which indicates that the application of these principles
has not sufficed. Most of the authors cover themselves on this
point by nodding in the direction of the need for qualified men to
apply the principles and achieve the necessary balance to assure
dynamic results. However, the preponderance of emphasis has been
on the principles of "how to", while the treatment of how to develop,
select, or, for that matter, even recognize an embryonic good admin-
istrator has been touched very lightly, indeed, generally speaking.
The following chapter has been developed, therefore, to summarize
some of the thought aimed at this phase of administrative effort
and point to a few writers who have presented different and even
revolutionary ideas on how to achieve successful management--success-
ful in the sense of realizing the dynamic potential of a business
or other administrative effort.

CHAPTER III
LATE DEVELOPMENTS AND INNOVATIONS

There are comparatively few innovators in the field of
"Administration" who have departed significantly from the more or
less fixed pattern set by Fayol and the slight modifications of his
work by the others mentioned in Chapter II. Further, when examples
of these departures are brought together, a rather heterogeneous
pattern begins to develop. Learned, Ulrich, Booz and Roethlisberger
represent what the writer thinks of as the Harvard Graduate School
of Business approach; McCormick and Given present practical methods
of management and administration, which, when compared with those
of Fayol et al, are bold and highly idealistic in concept ; Dale's
study for the American Management Association, in its conclusions
and statement of unresolved problems, lays heavy stress on the need
to pay greater attention to the individual's personality and the hu-
man factors affecting formal organization and methodology; Tead
brings out a strong argument for pursuit of practical democracy in
corporate management, a sharp departure from the formalized approach
and certainly a departure from normal practice in Industry; Niles
offers a management plan based on cooperation, understanding, inspir-
ation and leadership; Barnard presents exhaustive studies, largely
psychological in nature which arrive at some highly practical conclu-
sions as to what really goes on in the day-to-day, person-to-person
relationships of any administrative effort. The sum of the effects
of these writings is bound to bring about changed concepts which

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will ultimately raise the level of the practice of "Administration"
to its rightful place among the professions. In substance, they
say that it takes more than just a business man to run a business
of any magnitude--that is, a business man of the prototype of the
self made man. They say that times have changed and administrative
methods and administrators must also change if the dynamic potential
of the people working together is to be realized. They sound a
warning that if these changes do not come about naturally, democrat-
ically, business, as we know it, will force its own demise. One
has but to look back over the past twenty years to realize the chan-
ges which have been wrought in the methods of administering business
organizations, and few of these changes have been the result of na-
tural or democratic processes. Coerciveness has dominated the scene
in such spectacles as Labor versus Management, Labor versus Govern-
ment, Management versus Government, Government intervention, ad
nauseum. All the while, the Country's administrative skills suppos-
edly have been improving through the ever-increasing application of
the elements and principles of "Administration". Somehow, the im-
pact of these carefully drawn methods on these problems has been
much too light to meet the challenge of the great forces which have
overtaken and passed the abilities to deal with them. In view of
all of this, the writings cited below deserve the attention of any-
one who is interested in administrative practices and principles
which may be geared to meet and deal with these great forces which
must be dealt with successfully and dynamically. Third rate, or
even second rate methods will not suffice--the stakes are too high

--survival of the Free Enterprise System. Already, through the blind stupidity of such things as the great depression, the labor-management war and other opprobrious causes, we have seen unnecessary curtailment of the System by the operation of these negative forces triggered into action by inept "Administration", both public and business.

Barnard

Chester I. Barnard, President of the Rockefeller Foundation and former Chairman of the Board of Directors of the New Jersey Bell Telephone Company, has written some of the most widely quoted material on "Administration" that has been published recently. In addition, he is a lecturer of distinguished note in the field. He said in his book on organization and management:

> Leadership has been the subject of an extraordinary amount of dogmatically stated nonsense. Some, it is true, has been enunciated by observers who have had no experience in coordinating and directing the activities of others; but much of it has come from men of ample experience, often of established reputations as leaders. As to the latter, we may assume that they know how to do well what they do not know how to describe or explain.[1]

In his "Functions of the Executive", he stated:

> Cooperation and organization as they are observed and experienced are concrete syntheses of opposed facts and of opposed thought and emotions of human beings. It is precisely the function of the executive to facilitate the synthesis in concrete action of contradictory forces, to reconcile conflicting forces, instincts, interests, conditions, positions and ideals.[2]

On the subject of authority, he states that superior authority is a fiction. The people (workers) comply (principally) because the orders are developed and published in such a manner as to be reasonably acceptable to the people. Therefore, authority is limited by

[1] Chester I. Barnard, Organization and Management, Selected Papers, (Cambridge: Harvard University Press, 1952), p. 93.
[2] Chester I. Barnard, The Functions of the Executive, (Cambridge: Harvard University Press, 1938), p. 250.

the degree of cooperation realized. The workers hold still for the exercise of certain degrees of authority, only because of their willingness to allow it to happen.

In discussing his principles of cooperative action, he concludes with the thought that the efficiency of cooperation depends upon what it secures and produces on the one hand and how it distributes its resources and how it changes motives on the other. Mr. Barnard challenges the intellectual capacity of his reader on every page that he writes--unfortunately, much of that challenge centers upon syntax--and is completely original in his approach. He concludes his "Functions of the Executive" with a statement of executive functions: The maintenance of organization communication; the securing of essential services from individuals and the formulation of purpose and objective.[1]

Learned, Ulrich and Booz

"Executive Action", by Learned, Ulrich and Booz is aimed at executives and is one of the most important books on administrative direction and control from the standpoint of human activities. There is a close correlation between this book and some of the material presented by Barnard. The thesis of their writing is well epitomized in the following passages:

> Yet there is always a margin in which change can take place under the direction and control of the individual. Advances in understanding of himself and of the world around him will immediately reflect themselves in the actions of the executive, provided these advances take place not merely at the level of words but also at the level of experience. The basic objective of this book is not to set forth techniques but to help light up the unexplored territory of human activities through which the executive must pass.[2]

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[1] Ibid., p. 288.

[2] Edmund P. Learned, et al, Executive Action, (Andover, Massachusetts: The Andover Press, Ltd., 1951), p. 86.

and,

> Thus, as the organization develops, the coordinating function--
> the function of the executive--may be seen as one which is dele-
> gated _from the bottom to the top_, and the top may be seen as
> serving those levels which lie beneath it. For example, the de-
> partment heads may properly expect the chief executive to help
> them with the problem of interdepartmental coordination. They
> may expect the information they give him to be used for this
> purpose, and not for the purpose of making unilateral decisions.
> This view of organization growth is vital if we are to identify
> the forces that give life to the enterprise. We recognize that
> the authority of the top is real, but we also recognize the pur-
> poses that make it real.[1]

The authors point to some of the pitfalls and frustrations of stul-

tifyingly formal organization when they report these findings:

> We have found that some executives are more concerned about the
> limits than about the productivity. Their mental "set" is in
> the direction of close control, discipline, and the assignment
> of fault for whatever has gone wrong. Other executives are more
> interested in the productivity. They are aware that limits are
> necessary, but within these limits they work to cultivate the
> capacity of the productive unit.[2]

and,

> Although the organization planner and the skilled administrator
> desire to work always toward greater clarity and neater inte-
> gration of functions, they are working always with imperfect
> materials.[3]

Further, they point out that "over definition of functions leads to

the selection of personnel who can fit themselves neatly into pigeon

holes, but who lack or lose the capacity to be creative."[4]
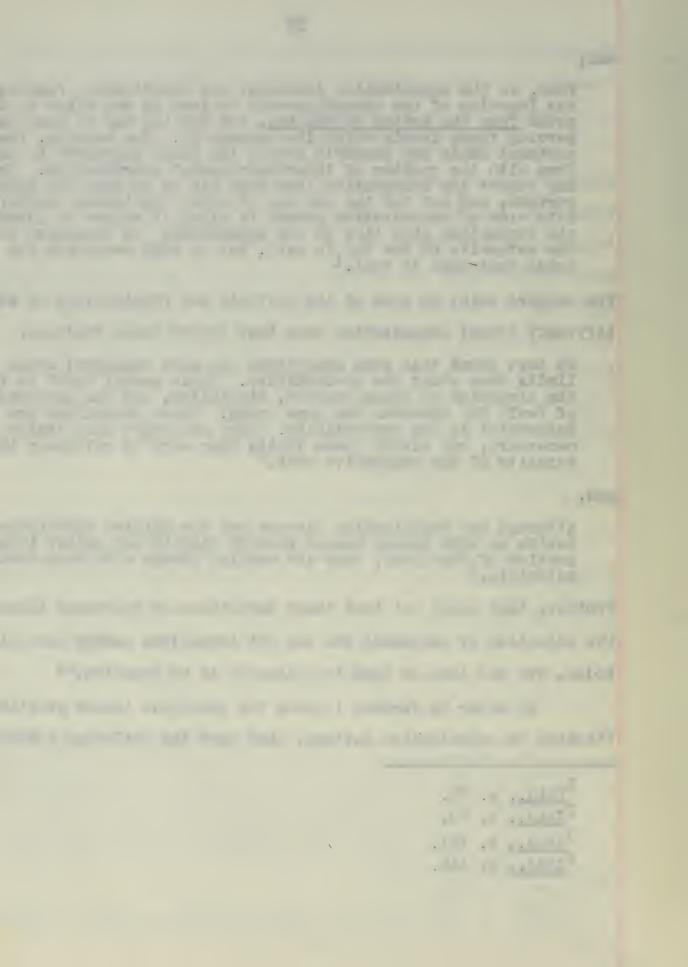
In order to further impress the executive toward practical

thinking on organization matters, they make the following point:

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[1] _Ibid._, p. 88.
[2] _Ibid._, p. 89.
[3] _Ibid._, p. 143.
[4] _Ibid._, p. 148.

> Some companies were running quite smoothly which had never un-
> dertaken any rational survey and definition of functions.
> Others which had employed an enormous amount of formal organ-
> ization planning were running into trouble because of it. The
> critical factor was not _whether_ formal organization planning
> was used, but _how_ organization planning, formal or informal,
> was in fact tied into operations.

There is a surprising number of executive personnel who believe

that there is great efficacy in organization, in and of itself--

that somehow, a carefully developed formal organization will magi-

cally produce the necessary results of successful operation. Cer-

tainly, good organization will not impede progress, and will probab-

ly facilitate it under conditions of proper operating climate, but

it is not, and cannot be, an end in itself.

Roethlisberger

Professor Roethlisberger of the Harvard Graduate School of

Business Administration is one of the clearest and most incisive

thinkers on the subject of business organization and management. He

gained rich and important experience as a young man when he parti-

cipated in the famous Western Electric Company Hawthorne plant ex-

periments dealing with the response of workers to various stimuli

affecting them and their working conditions. The effects of this

experience are evident in his later writings. He indicates a most

distressing problem of management when he credits executives at the

lower levels of management with maintaining organizational balance

in spite of, rather than because of, top management. These person-

nel, since the logics of promotion in business organization seldom

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[1] _Ibid._, p. 138.

recognize their skills, usually remain at the lower levels of management, while top management continues blissfully (or perversely) unaware of the facts of life as they apply to their organizations-- patently stupid about it as a group, but insulated from failure by these relatively few middle management people who are willing to sacrifice themselves to the top, choosing instead, the little-understood role described above.[1] The mental picture is conjured of these self-effacing, skillful men, carrying a cynical top management and its bright young men about on their already over-burdened shoulders, somehow unaware themselves that they are holding the corporation together--loyal to and even expressing sincere admiration for this top level impedimenta.

McCormick

Charles P. McCormick, President of McCormick and Company, manufacturers of spices, extracts and tea in Baltimore, Maryland, published his concept of management under the title, "Multiple Management." This book was re-published in revised form under the title, "The Power of People" and has been of such popularity as to warrant publication in a paper-back edition for newsstand sale. The concepts of "Multiple Management" are:

1. Business is first a matter of people.
2. Employees are humans first, citizens second and factors of production, third.
3. Welfare cannot be legislated satisfactorily.
4. Mutuality of business managers and workers is the only positive approach to the problem.
5. Man's destiny lies in being of service to others.[2]

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[1]Fritz J. Roethlisberger, "The Foreman: Master and Victim of Doubletalk", in Human Factors in Management, Schuyler Dean Hoslett, ed., (New York: Harper & Brothers Publishers, 1946), Ch. IV.

[2]Charles P. McCormick, The Power of People, (New York: Harper & Brothers Publishers, 1946), passim.

Mr. McCormick advances the idea that the foremost desires of the worker are, fair pay, security, opportunity, recognition and participation. Mr. McCormick succeeded his father as President of the company and changed the management policies of the company drastically to coincide with his management concepts and the above-stated needs of the employees. It is significant that the foreward of the book is written by a former plant superintendant who was trained in the authoritarian manner of "Administration" by the elder McCormick and was caught in the process of transformation of policy when the younger McCormick assumed the presidency. In order to meet the conditions imposed by the change, it was necessary for this man to completely revise his outlook and change the outward manifestations of his personality. It appears that he was successful to a considerable degree in this effort and he describes the transforming effect it had on his life, both inside and outside of the company. It is this type of change that McCormick believes will have to permeate the capitalistic system if it.is to survive, and the administrative challenge inherent in bringing about such a widespread metamorphosis is self evident. As a by-product of this human approach to management, McCormick claims ever-increasing efficiency through reduced costs, employee participation in company objectives and many other evidences that his management plan works. Aside from the prime purpose of this business management philosophy, "Multiple Management" employs the use of boards, some of which include factory personnel. Featured is a seventeen man junior board of directors selected from middle management which makes unanimous recommendation to a senior board of direc-

tors (recruited principally from the junior board) regarding needed management decisions, policy changes or new policy. This method would appear to utilize fully the management talent of executives at the lower levels and answer, in part, the pessimism of Professor Roethlisberger as regards the lot of these people.

Given

William B. Given, Jr., President of the American Brakeshoe Company, is another innovator in the management field. He is perhaps more radical in his approach to business organization than others, and has adopted a technique he calls "Bottom-Up Management". This is not to be confused with Learned, Ulrich and Booz's reference to delegation from the "bottom to the top". "Bottom-Up Management" is a technique whereby great freedom of action is accorded to personnel at all levels to push their superiors to be allowed to experiment, even to fail, in pressing for improvement and greater accomplishment. He employs another technique he labels, "Reaching Out in Management" which, when coupled with his other major concept, permits almost unparalleled freedom of action by anyone in the company. If a man in the engineering department thinks that the sales department can improve its effort, he is authorized to invade the sales department and find out if his idea has merit. A few direct quotations from Given's books on these two concepts will be helpful in understanding what he is attempting to accomplish:

> The Manager should be given a job to do. There should be no organization chart or plan, no carefully drawn lines of authority, no itemization of duties. Drawing those lines, itemizing those duties, at once puts up possible barriers to his initiative, limits the use of his imagination, or, even worse perhaps, sug-

gests that security for him may lie in following a routine. "Organization-chart thinking" and reaching out are incompatible.[1]

The test of reaching out is whether it works. It can work in the form of new ideas and better teamwork; no less important, it can work in terms of management succession. Can you get out from under your job and be ready for a special assignment, or would the activity you are supervising stop? If you were promoted or had to retire today, would there be a good man ready to take your place? These gauges of a good administrator are also gauges of reaching out. A good administrator has to deal and think in terms of different interests, and the man whose thinking has been restricted to his own little sphere can never make the grade. The good administrator must, furthermore, delegate responsibility if the people under him are to grow in executive ability. But his success in delegating responsibility will depent at least in part on the degree to which his people have developed teamwork and broadened their thinking.[2]

Of "Bottom-Up Management", he says:

It is a characteristic American trait to attempt to "package" a plan, a technique, a philosophy, a set of religious beliefs, and give it an identifying label. This makes for convenience in reference but creates an impression of a finished program or system which is not warranted by the facts. Furthermore, the label tends to freeze what should be a fluid and developing program.

In this sense, the title of this small book is misleading, for there is nothing finished or final about bottom-up management. It is still evolving as a management philosophy. It is based on faith rather than on a formalized set of policies and methods—faith in right people, working together.

It expresses itself in the broadest possible freedom at all management levels.

It encourages men to share the responsibilities of management with those above and those below them.

It stimulates employees to challenge, discover, create, decide, initiate, in the interest of greater security for the business, and for all who look to it for their livelihood.
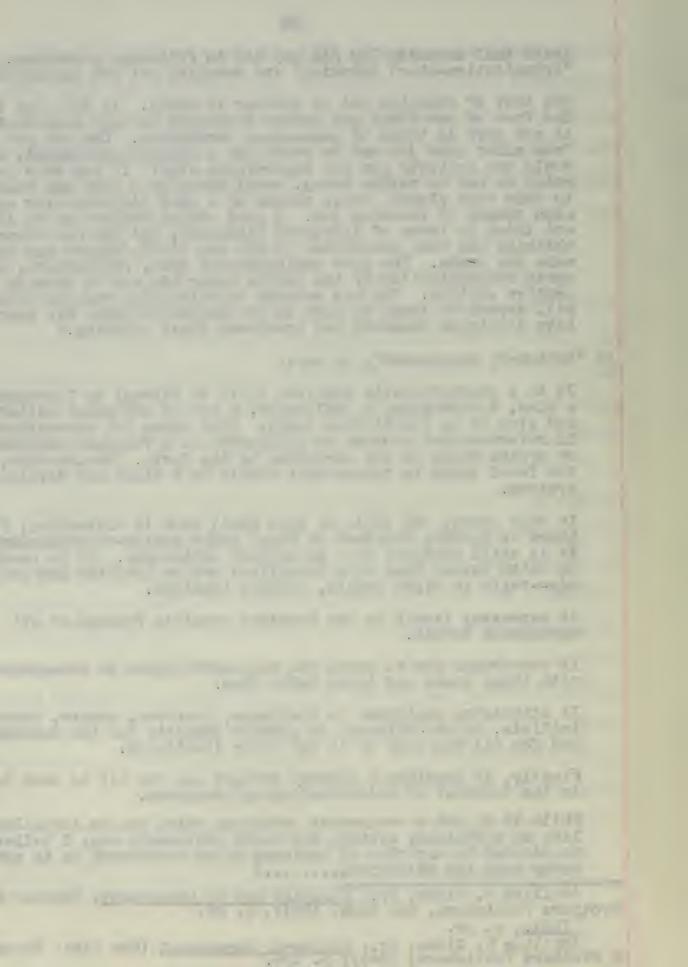
Finally, it provides a clearly defined aim for all to work to, in the interest of understanding and progress.

While it is not a management technique which can be installed like an efficiency system, its basic philosophy can, I believe, be adapted to any thpe of business whose management is in sympathy with its objectives........[3]

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[1] William B. Given, Jr., Reaching Out in Management, (Harper & Brothers Publishers, New York: 1953), p. 27.

[2] Ibid., p. 34.

[3] William B. Given, Jr., Bottom-Up Management, (New York: Harper & Brothers Publishers, 1949), p. 136.

Mr. Given is attempting, through these revolutionary management philosophies, to release the dormant forces of brain-power, energy and ability in all of his personnel. Apparently he is doing so with some success since his company is listed among the best managed companies in American Industry in a recently published, Industry-wide survey.

Niles

Mary Cushing Niles is included in this distinguished company in view of her effort to publicize the role of "Middle Management". Her elements of "Administration" were cited earlier in chapter II.[1] Mrs. Niles describes the role of "Middle Management" as follows:

Middle management acts with and under the top management to accomplish these broad objectives of administration:

1. To run the detail of the organization, leaving the top officers as free as possible for their other responsibilities.

2. To cooperate to make a smoothly functioning organization.

3. To understand the interlocking of departments in major policies.

4. To achieve coordination between the different parts of the organization.

5. To build up a contented and efficient staff where reward is given according to capacity and merit rather than chance or length of service.

6. To develop leaders for the future by broad training and experience.

7. To build a company spirit where all are working to provide a product or service wanted by others.[2]

[1]Supra, p. 9.

[2]Niles, op. cit., p. 15.

This is done through:

1. Leadership--inspiring the whole organization and carrying i forward toward the realization of the objectives.

2. Organization--developing appropriate form and function for the attainment of the objectives.

3. Administration--providing the policies and methods by whicl objectives can be realized, and marshaling the human and physic resources.[1]

Mrs. Niles strengthens Roethlisberger's hand on the import-ance of the middle management people to the success of today's busi ness organization, although her concept of their duties is somewhat less dynamic when compared with the pre-eminent role that Professor Roethlisberger assigned to them.

Dale

Ernest Dale conducted a study for the American Management Association on planning and developing company organization structu The conclusions and unresolved problems cited by the study are very revealing, indeed. The study was based on examining the organizati structures of forty companies believed to have harmonious organiza-tion structures. Included in the summary of conclusions are:

1. Organization must be studied as a process of growth.

2. Basic company objectives determine the basic company functi as well as the division of work.

3. Organization structuring should take greater account of the personality factor.

4. The span of control is an important determinant of executive effectiveness.

5. The staff assistant or "assistant to" is one of the most use ful and yet most misunderstood functions in the organization structure.

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[1]. Mary Cushing Niles, Middle Management, (New York: Harper & Brothers Publishers, Revised Edition, 1954), p.15.

6. Staff executives are assuming more command powers, resulting in divided authority and conflicts with line executives.

   In an increasing number of companies, top executives complained about the lack of clear-cut jurisdiction between their staff and line men.

   The reconciliation of staff and line operations is one of the most difficult problems of organization. Approaches for integrating the activities of staff and line executives included the following:

   (a) A continuing program of education to familiarize staff executives with line operations and vice versa.
   (b) Use of an informal approach by the staff executive.
   (c) Use of persuasion rather than command.
   (d) Better communication between staff and line on all matters of mutual concern.

7. Committees are a widespread form of management, but the benefits of committee management for specific types of activities, as compared to alternative methods of management, have been little explored.
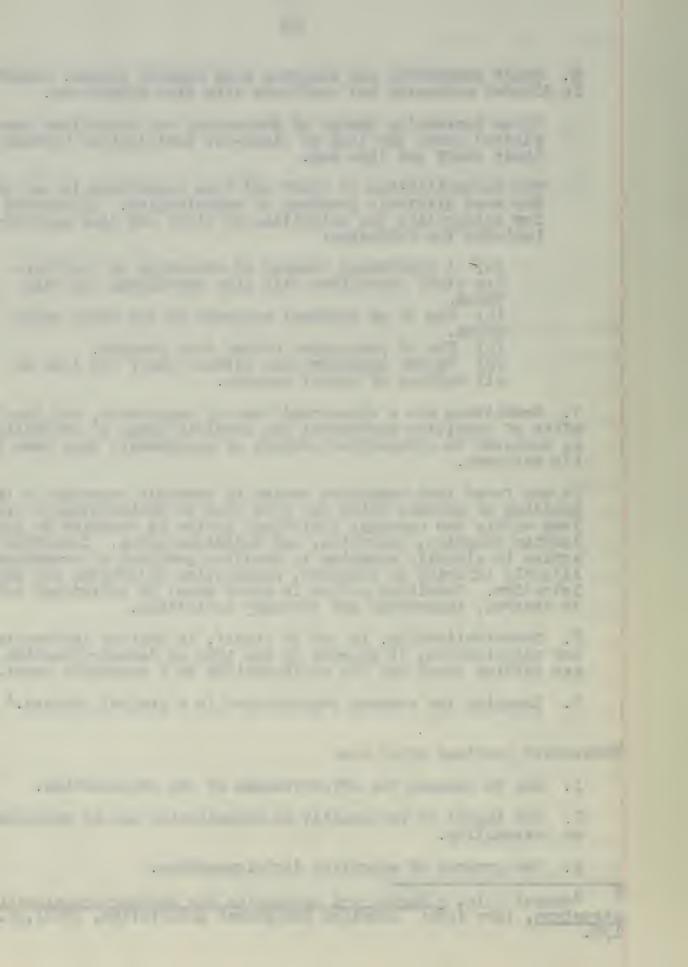
It was found that committee action is probably superior in the handling of matters which may give rise to jurisdictional problems within the company; individual action is superior in organization planning, execution, and decision-making. Committee action is slightly superior in handling problems of communication, slightly inferior in planning, formulating objectives and administration. Committee action is about equal to individual action in control, innovation and advisory activities.

8. Decentralization, in and of itself, is neither desireable nor undesireable; it depends on the type of decentralization we are talking about and its applicability to a company's needs.

9. Changing the company organization is a gradual process.[1]

Unresolved problems cited are:

1. How to measure the effectiveness of the organization.

2. The impact of personality on organization and of organization on personality.

3. The process of executive decision-making.

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[1] Ernest Dale, Planning and Developing the Company Organization Structure, (New York: American Management Association, 1952),pp.168-170.

4. Adapting the organization structure to changes in the business cycle.

5. The "optimum" in organization.

6. Clarification of line and staff relationships.

7. The meaning of social responsibility for managerial action

8. The integration of expert advice.

9. Methods of organization study and organization nomenclature.

10. Teaching and interpreting available knowledge of organization.[1]

These conclusions and unresolved problems appear to reveal a deeper insight into the effectiveness of administrative methods which have been employed in the past. If the techniques of planning, organizing, staffing, delegating, coordinating, reporting and budgeting, commanding, controlling, etc. have been ineffective in solving such problems as the process of executive decision-making, line and staff relationships, integration of expert advice and how to measure the effectiveness of the organization itself, it is respectfully submitted that the application of these techniques, in themselves, has been something less than efficacious? There is room to suspect that the formalized approach to "Administration" is productive of over-organization, over-emphasis on details and slavish adherance to the litany of "Administration" to the exclusion of emphasis on real progress and solution of the besetting problems of Industry. It would seem that it is high time that the tenth unresolved problem cited above be given a priority of attention, since it is apparent that there are too few administrators who really understand organization and the relationships of the people who staff organizations.

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[1]*Ibid.*, p. 170.

[2]With apologies to Col.Van Way

Tead

Doctor Ordway Tead looks upon "Administration" as an art and in his book, "The Art of Administration", he goes into great detail to describe good administration as it should be practiced in order to realize maximum results, both from the standpoint of measured success and human self-realization. This work culminates in a searching appeal for the application of democratic methods to business and industrial administration, on the premise that, if the United States is ever to win the ideological struggle for the minds of men, it is going to have to demonstrate that democracy is workable in a practical sense as well as in a political sense. Autocracy in business and democracy in politics is contradictory and casts serious doubts in the minds of outsiders who observe us in action in the two worlds of Business and Politics. But back to "Administration". Doctor Tead describes it thusly:

> More concretely, administration is the comprehensive effort to direct, guide and integrate associated human striving which are focused toward some specific ends or aims. Refinements of definition may appropriately be deferred..... But for immediate and approximate purposes, administration is conceived as <u>the necessary activities of those individuals (executives) in an organization who are charged with ordering, forwarding and facilitating the associated efforts of a group of individuals brought together to realize certain defined purposes.</u>

> Obviously, if the associated efforts are to be reasonably productive and harmonious, there has to be <u>good</u> adminstration. Hence, to spell out what <u>is</u> good administration, up to the present state of our knowledge, is here one of the major intentions.[1]

and:

> I hope to show, however, that there may be a common body of attitudes, approaches, and methods of attack which can be useful, if not, indeed, essential, in many kinds of organizations and situations.

[1] Ordway Tead, <u>The Art of Administration</u>, (New York: McGraw-Hill Book Company, Inc., 1951), p. 3.

Application of these points of view to specific situations sure-
ly comprises an _art_ requiring great skill, discernment and moral
fortitude. Indeed, so pervasive is influence, so valuable, so
adroitly constituted is this skill that it deserves to be recog-
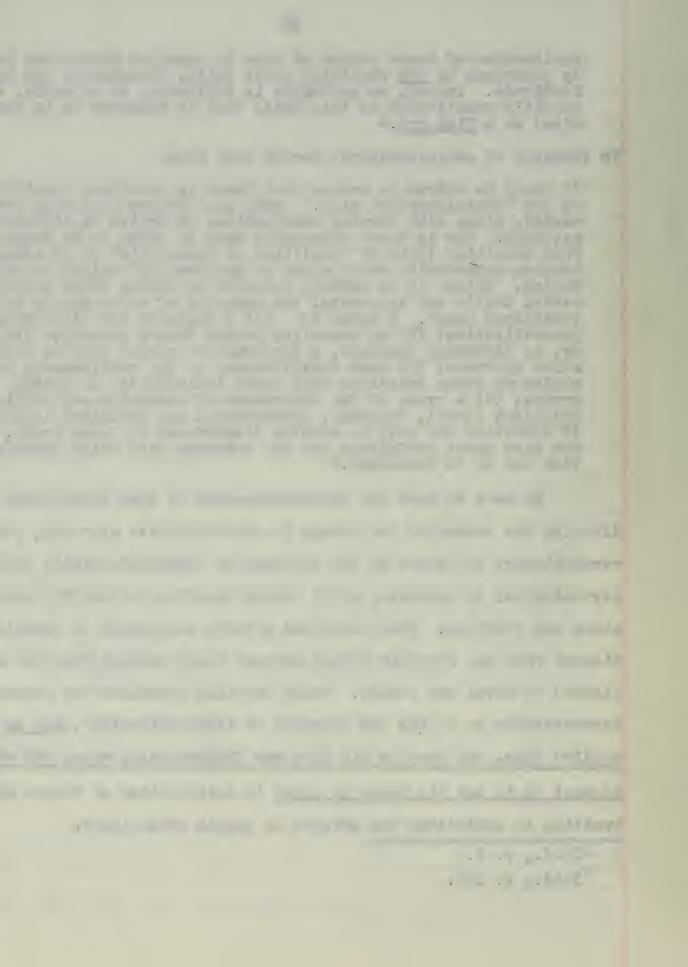nized as a _fine art._[1]

In speaking of administrators, Doctor Tead says:

It would be untrue to assume that there is something identifiable
as the "administrative mind." Many and diverse qualities are
needed, along with varying combinations of traits in different
settings! Nor is there apparently much of value to be derived
from compiling lists of "qualities of leadership" or of adminis-
trative superiority which might be analyzed and helped to culti-
vation. Rather it is perhaps valuable to stress those widely
useful traits and interests, the exercise of which can be an un-
questioned asset. I refer to: (1) a capacity for clarifying
generalization; (2) an operating rather than a promotive interest,
or, in different language, a constructive rather than an exploit-
ative approach; (3) some sensitiveness to the requirements of
wholesome human relations both among individuals and within
groups; (4) a grasp of the importance of community and public
relations (local, consumer, governmental and organized labor).
If education can help to develop discernment in these areas, it
can have great usefulness for the purposes with which administra-
tion has to be concerned.[2]

So here we have the innovators--some of them tentatively in-
dicating the necessity for change in administrative approach, some
revolutionary in attack on the problems of "Administration", others
psychological in approach, still others reporting scientific conclu-
sions and findings. Their combined efforts contribute to intelligent
dissent from the strictly formal methods which stemmed from the seed
planted by Fayol and others. Their writings stimulate the reader to
introspection as to his own concepts of "Administration", _how he has
applied them, and what he did that was fundamentally wrong and what
he must do to set his house in order_ in anticipation of future oppor-
tunities to administer the efforts of people effectively.

[1]Ibid., p. 4.
[2]Ibid., p. 196.

It is believed that the efforts of these authors have already borne fruit to a significant degree. The effects of studies sponsored by the American Management Association are very broad and reach an important segment of business leaders. Further, through the publishing of their studies, and even wider disemanation of such findings as contained in Dale's study[1] is obtained. Barnard's books are widely employed in curricula, as are those of Roethlisberger and Learned, Ulrich and Booz. From a fairly wide absorption of the works of these and other writers who stress the human factors in "Administration" is stemming a growing conscientiousness in the area of human relations. This, in turn, is stimulating leaders to strengthen their executive teams (and themselves) through participation in such efforts as the American Management Association conferences and through additional formal education at forward-looking educational institutions, usually at the graduate level.

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[1]Dale, op. cit.

CHAPTER IV

NEW PRINCIPLES?

From the foregoing chapters, it may be seen that many important people are concerned with the effectiveness of business organization and administrative techniques and their continued improvement. Further, it appears that the most perplexing problems which impede the progress of formal organization are found in the area of the human factors. It seems, therefore, that past statements of principles have been incomplete and require some expansion, as well as a reassessment of the perspective in which the older principles should be viewed. The writer does not deceive himself that he presents anything new or original, but simply desires to put down what he believes to be some additional principles, phrased in language he understands, to assist him in resolving his thinking on the subject. But before turning to this phase of the study, there are a few more "quotable quotes" which have a bearing on these statements of principle.

Elmore Petersen and E. G. Plowman said:

> Executive leadership of necessity exists in some degree in every business organization. It has been estimated that in the United States not less than 5,000,000 persons are engaged in executive work, of whom 100,000 occupy major executive positions. Whether these figures are exactly correct is not so important. The significant thing is that they indicate that leadership has become a calling which engages the time and talents of a large fraction of the population engaged in gainful occupations. When leadership attains the status of a career and requires relatively high technological, intellectual, and personal qualities, it becomes professional in character.[1]

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[1]Elmore Petersen and E. Grosvenor Plowman, Business Organization and Management, (Chicago: Richard D. Irwin, Inc., 1949), p. 54.

In other words, executive leadership has become professional in character and therefore cannot be successfully effected by unqualified people.

Learned, Ulrich and Booz said, "The capacity to be continuously aware of the whole operation, the unmeasured and nonmeasureable as well as the measureable, is a characteristic of the successful executive",[1]and, "Too few men are able to unite the efforts of line and staff personnel, the specialized and nonspecialized, the high-level and the low-level".[2]
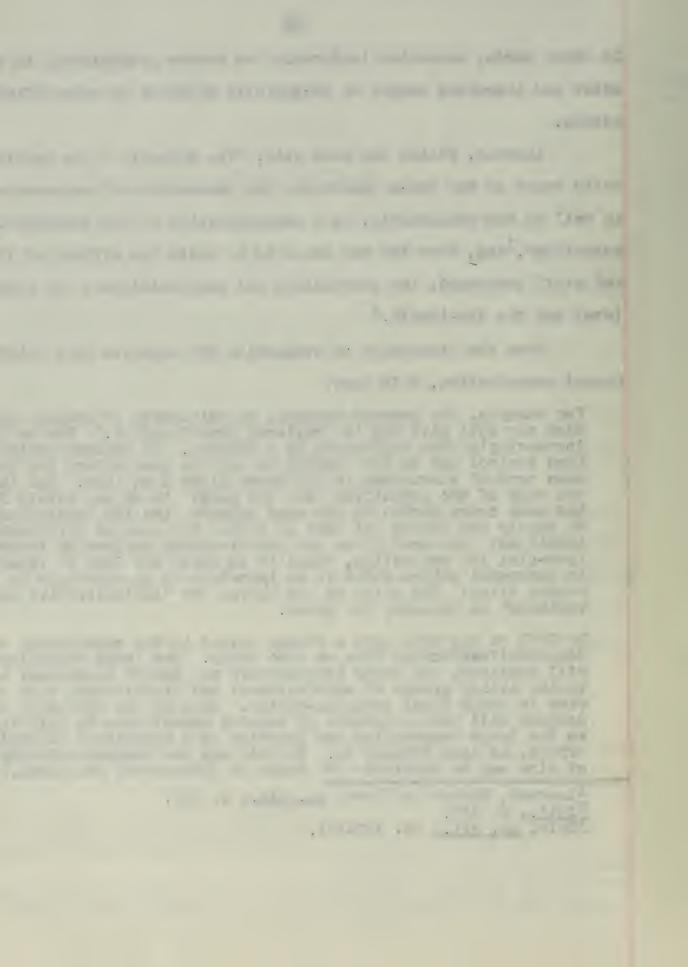
From the standpoint of evaluation of executive jobs within formal organization, Dale says:

> For example, the present emphasis on uniformity of company practice may well give way to "rational irrationality." For we find increasingly that uniformity is a chimera. We enforce centralized control and we are careful to pay the same salary for the same work of executives in different plant locations. But is the work of two executives ever the same? Do we pay merely for the same hours worked or the same output? Are the conditions of supply and demand and cost of living the same in different locations? And even if we got uncontestable uniformity through iron-clad job evaluation, would it be worth the loss of freedom in personnel action which is so important to an executive in a branch plant? The price we are paying for "Administrative convenience" is becoming too great.
>
> By 1975 we may well have a firmer belief in the superiority of decentralized action than we have today. Our large companies will continue, but their headquarters may become management companies aiding groups of manufacturers and distributors with advice in their final decision-making. Just as the efficient small company will have a battery of outside consultants to help it, so the large corporation may function as a consultant at head office, as some already do. In this way the economic advantages of size may be combined with those of independent existence.[3]

[1]Learned, Ulrich and Booz, op. cit., p. 135.
[2]Ibid., p. 155.
[3]Dale, op. cit., pp. 170-171.

Urwick, in his brief comments on the application of adminis-
trative skills, said:

> Administrative skill cannot be bought. There are no hints and
> tips and short cuts. It has to be paid for in the only currency
> which is sound in this market--hard study and harder thinking,
> mastery of intellectual principles reinforced by genuine reflec-
> tion on actual problems, for which the individual has real respon-
> sibility. All books can do is to help towards a first understand-
> ing of some of the principles.[1]

And, again, referring to Learned et all, in concluding their
book, "Executive Action", they said:

> The final impression we should like to share with the reader is
> one of confidence that most executives and executives-to-be pos-
> sess the capacity for developing greater understanding of the
> human context of their work, and that as time goes on, an increas-
> ing number of executives will in fact recognize and act upon the
> need for such development. The greatest potential that industry
> possesses is its human potential; the greatest expansion of re-
> sources that may take place in industry in coming decades may
> well be the effective release of human talents and energies in
> ways that are both productive and personally satisfying. Progress
> has been made, and more may be anticipated.[2]

Henry C. Metcalf and Lyndall Urwick in a book entitled,
"Dynamic Administration", which covers the collected papers of the
late Mary Parker Follett, wrote the following:

> Moreover, there is a growing recognition among business men that
> many people have _some_ capacity for leadership even although it
> be of the smallest. And the men who recognize this are trying
> to work out a form of organization and methods of management
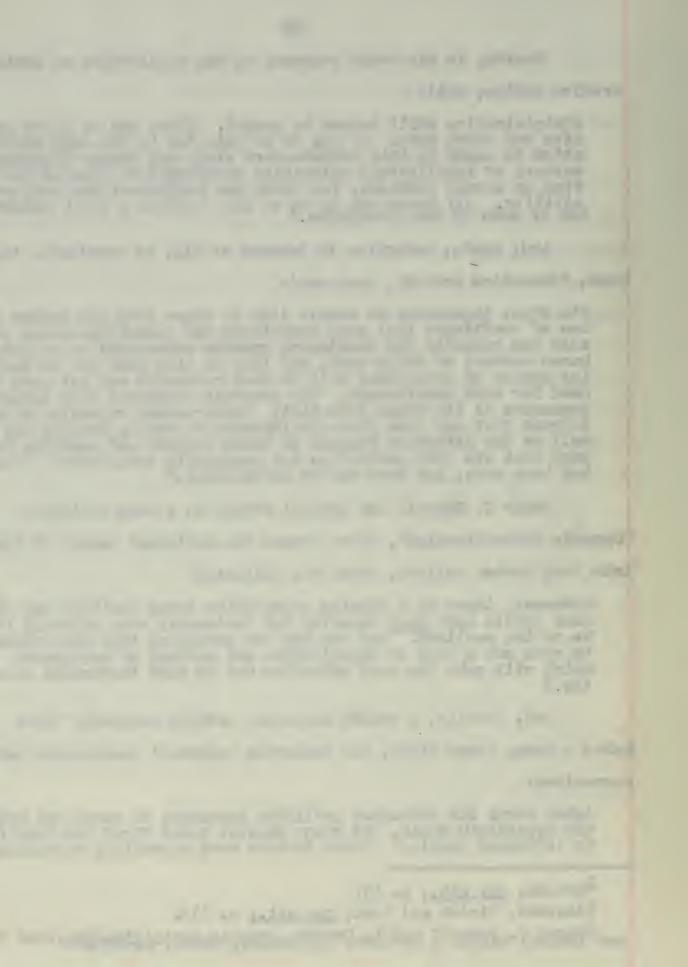> which will make the most effective use of such leadership capac-
> ity.[3]

And, finally, a recent newspaper article entitled, "What
Makes a Young Prexy Tick", the following important conclusions were
summarized:

> Asked about the character qualities necessary to reach and hold
> the president's chair, the young prexies rated first the "ability
> to influence people." Other factors were sincerity, enthusiasm

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[1] Urwick, _op. cit._, p. 15.

[2] Learned, Ulrich and Booz, _op. cit._, p. 212.

[3] Henry C. Metcalf and L. Urwick, _Dynamic Administration_, (New York
and London: Harper & Brothers Publishers, 1940), p. 277.

and the ability to get along with people. Rated least important were special training, memory and speaking ability.

The ability to make the right decision on hiring and firing top executive personnel is the prime requisite of their job, according to the survey. Over one third of the presidents listed errors in such decisions as the most critical mistakes they had made during the past year.[1]
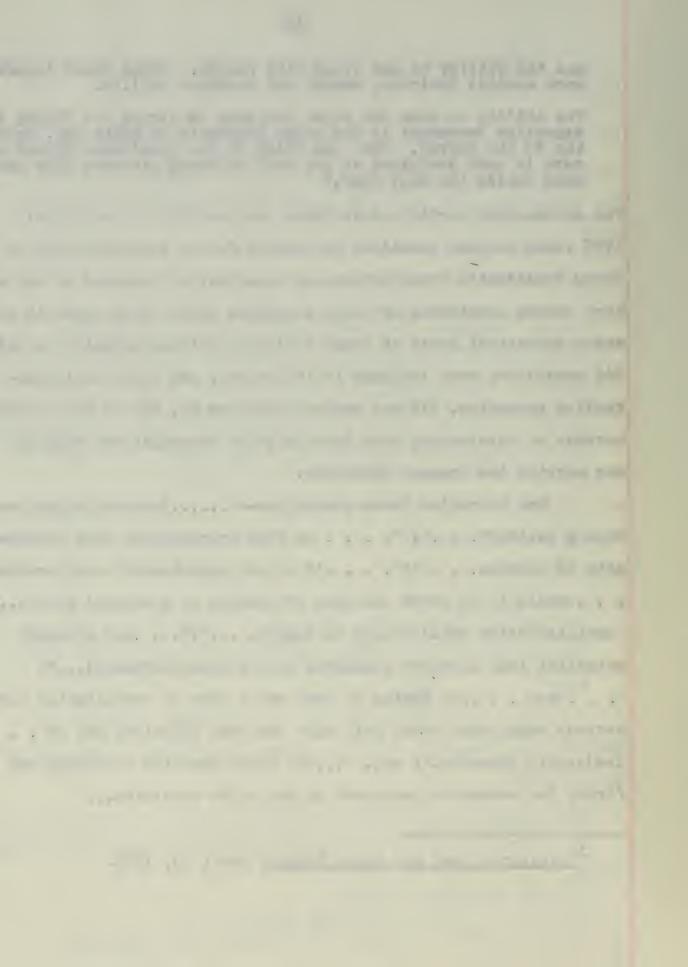
The above-quoted article sets forth the profile of the typical 1955 young company president as derived from a research study of the Young President's Organization, an organization composed of men who have become presidents of their companies before they reach 40 and whose companies' gross at least a million dollars annually in sales. 746 presidents were included in the survey, 44% from family-controlled companies, 11% who worked their way up, 8% who were hired because of outstanding jobs done in other companies and only 3% who married the bosses' daughters.

Now to review these quotations--"......leadership has become a calling". . .."; ". . . . we find increasingly that uniformity is chimera. . . ";". . . .if we got uncontestable uniformity . . . would it be worth the loss of freedom in personnel action..?" "Administrative skill cannot be bought. . .";". . .the greatest potential that industry possesses is its human potential...";
". . . men . . .are trying to work out a form of organization and methods management which will make the most effective use of . . . leadership capacity."; and, "...the right decision on hiring and firing top executive personnel is the prime requisite..."

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[1] _Washington Post and Times Herald_, April 10, 1955.

It seems that the first and, far-and-away, foremost principle is Human Potential--the people aspect of the business, whether they be top executives, middle management or lowest-level workers. If this is the first and over-riding principle, then every other consideration is in a position of subordinate importance to it. In turn, if this is so, it becomes necessary to divide the principle into its elements and sub-principles.

Modus Operandi

The Modus Operandi derives from the way the company wants its personnel to operate: the policies that the top management enunciates and the attitudes conveyed will largely determine this. Two sub-principles which form this element, are:

1. Corporate Character--derived from the ethics, policy and objectives which the company decides to set for itself and the evidence of conscience exhibited by precept in its top management.

2. Democracy--the degree that top management decides upon the adoption of democratic processes in pursuing its day-to-day operations.

Corporate Mind

Here, the writer is thinking of that part of the company's effort controlled principally by the intellect and senses of its top management, and the degree to which the intellects and senses of all of the workers are utilized. Sub-principles might be classified as:

1. Introspection--the capacity and willingness of all members of the corporate body to keep their own efforts under constant

observation and adjusted to the team effort.

2. Imagination--the sum-total of the creative potential of the people of the company and the extent to which that potential is realized.

3. Thinking--the sum-total of application of all of the individuals' minds to whatever purposes present themselves and the degree of skill demonstrated in completeness and effectiveness of thinking.

4. Foresight--the sum-total ability of all to look ahead, see what is coming, and the ability and desire to make it known articulately, in time to do something about it.

5. Intuition--an indefinable ability of top management to guess right with fore-knowledge of success. This might be termed intelligent, clairvoyant luck.

Corporate Being

This relates to recognition of "the way things are", a subject about which Roethlisberger, Barnard and Learned, et.al have written at length. The writer has bowed to the universal proclivity for labelling in order to pin down this elusive material. Corporate Being breaks into several sub-principles:

1. Inertia--that inherent property of any group that makes it perversely difficult to get into motion and equally difficult to get stopped, once set in motion. A corrolary might be, that once a particular activity is set in motion, it never can be completely stopped--part of that activity always lurks behind, influencing revised methods.

2. Interaction--that property of any group which causes its

members to establish whatever auxiliary communication channels it deems necessary to meet its terms for self-satisfaction, whether it be getting the job done or combatting the administrators.

3. Confirmation--group consent to be governed by an adminis-trative body--the confirmation of policies and methods through degree of acceptance and implementation.

4. Status--group decision by workers as to rank of all jobs, positions and people within the company.

5. Unity--group self-identification. The nature of Unity can be widely varying, from being united in suffering to being united in cooperative effort.

Corporate Metamorphosis

Corporate Metamorphosis relates to the ability of the company to change its way of doing things and the degree of success it can expect to experience. It stems from the manner in which the follow-ing sub-principles are administered:

1. Criticism--the supervisory method employed to bring about change through recognition of error or misapplication and the manner in which it is delivered and accepted by all.

2. Justice--the supervisory method employed to effect surgery on the corporate body in those instances where criticism, however delivered and accepted, has been ineffective, and the manner in which it is effected and accepted by all. The hiring and firing policy is a good example of this.

3. Accountability--the aftermath of criticism and justice. It includes the ability of all to forgive and all but the individual(s) affected to forget, as well as the inclination of that individual to

amend his way of doing things. The degree of acceptance of this responsibility is also important.

4. Adjustment--the net, positive reaction to criticism, justice and accountability by the individual affected and all other observing these sub-principles in action.

Corporate Methodology

Here, the writer has reference to the basic "how to" principles advanced by Fayol and others, and by placing them last in this list of elements and sub-principles, it is hoped that their importance, though integral, is placed in its proper perspective in relation with the elements and sub-principles set forth in the foregoing paragraphs of this chapter. It matters not which set of "how to" principles are adopted--practically all of those described in chapter I are synonymous or easily interpolated in terms of each other. The only reservation that the writer maks, is that they be termed sub-principles and be accorded not one whit more rank than the sub-principles described above under Modus Operandi, Corporate Mind, Corporate Being and Corporate Metamorphosis.

CHAPTER V

CONCLUDING THOUGHTS

Explanatory Notes

First, the reason for the quotation marks about the term, "Administration"--it is believed that the repeated use of this term by persons having a sterotyped outlook on its meaning, has robbed it of much of its dynamic meaning. It is difficult to imagine a word which epitomizes more dynamic acts than "Administration". The quotation marks draw reflective attention to the term. Second, the reason for the exclamation point in the title of this paper-- again, it is a device to draw the reader's attention to the term, itself, and bestir the imagination as to what it might really mean. The writer gives credit to Professor Roethisberger for the quotation marks[1] and to Rodgers and Hammerstein for the exclamation point.[2]
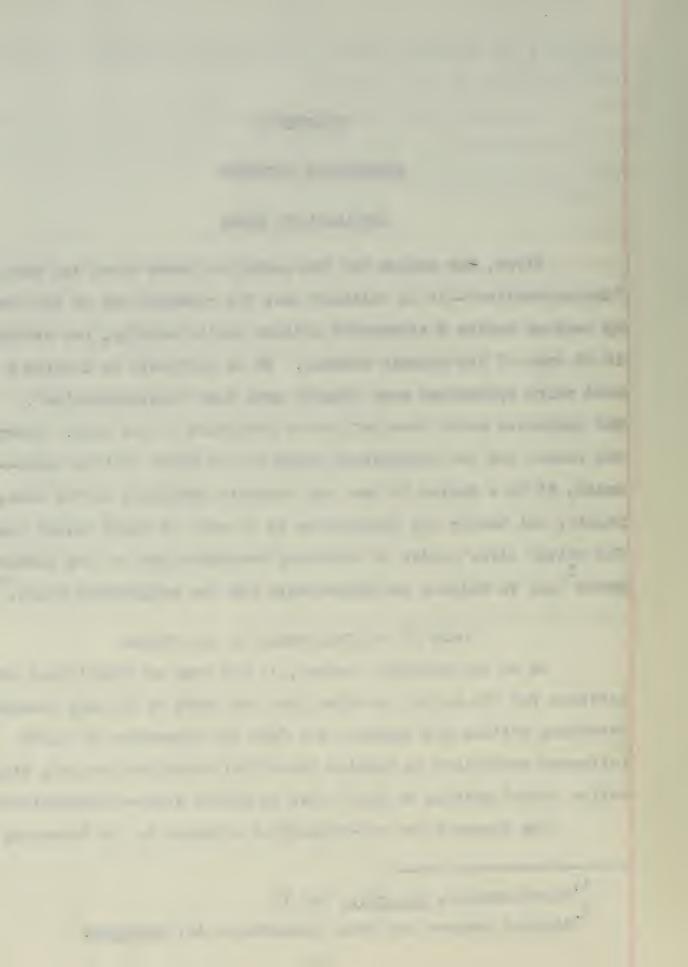
What All of This Means to the Writer

As to the material covered, it has been an educational ex- perience for the writer to delve into the works of so many thought- provoking writers and leaders, and feel the invocation of their influence sufficient to inspire thoughtful consideration and, finally, action toward putting on paper what he thinks about--"Administration!"

The elements and sub-principles advanced in the foregoing

[1.] Roethisberger, op. cit., Ch. IV

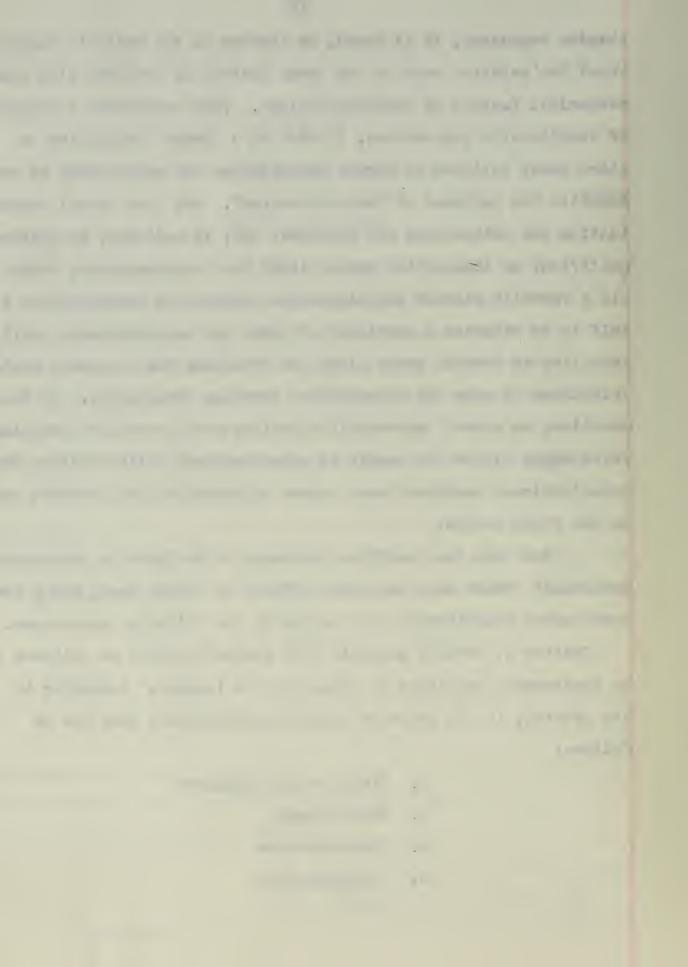[2.] Richard Rodgers and Oscar Hammerstein II, Oklahoma!

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chapter represent, it is hoped, an advance in the writer's thinking about the relative rank of the human factors as compared with the mechanical factors of "Administration". This represents a change of considerable proportions, in view of a former inclination to place heavy reliance on formal organization and methodology to accomplish the purposes of "Administration". Not that formal organization and methodology are unneeded, but, if mediocre, partially qualified, or insensitive people staff the top management, about all a formally planned administrative program can accomplish in itself is to maintain a semblance of order and accomplishment until such time as someone comes along who possesses the necessary qualifications to make the organization function dynamically. In the meantime, an almost imperceptible decline would probably take place which might ultimately result in organizational failure unless the organizational machinery were placed in motion at its intended pace by the right people.

What are the qualities necessary to be found in management personnel? There have been many efforts to define them, and two outstanding contributions are quoted in the following paragraphs.

Chester I. Barnard presents five characteristics he believes to be fundamental qualities of those who are leaders. According to his opinion, in the order of importance indicated, they are as follows:

1. Vitality and Endurance

2. Decisiveness

3. Persuasiveness

4. Responsibility

5. Intellectual Capacity[1]

The quality, "Responsibility", requires some elucidation. Barnard has reference to a strong sense of responsibility which would pro-voke self-dissatisfaction with less than desirable results.

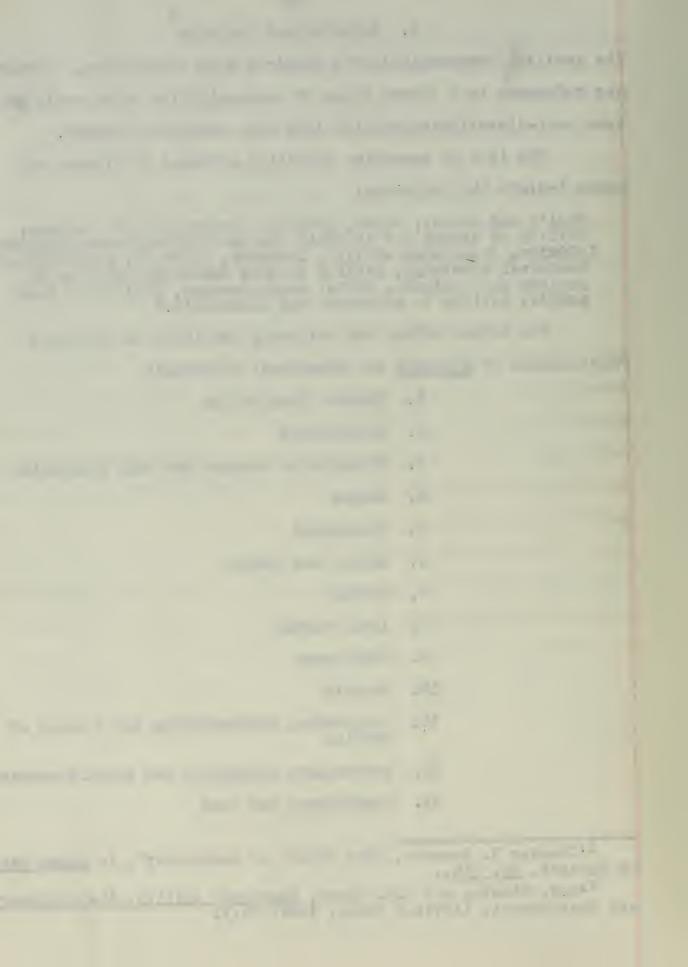The list of executive qualities advanced by Cleeton and Mason include the following:

> Health and Energy, Drive, Ambition, Perserverance, Courage, Ability to assume and delegate responsibility, Openmindedness, Initiative, Organizing ability, Industry, Interest, Forcefulness, Technical knowledge, Ability to make decisions, Ability to analyze and evaluate, Social sensitiveness, Ability to judge people, Ability to cooperate and Leadership.[2]

The writer offers the following qualities as essential requirements of _adequate_ top management personnel:

1. Dynamic imagination

2. Originality

3. Strength of Purpose and Self Possession

4. Acumen

5. Detachment

6. Energy and health

7. Courage

8. Incisiveness

9. Candidness

10. Honesty

11. Compassion, understanding and a sense of justice

12. Enthusiasm, projection and gregariousness

13. Hopefulness and luck

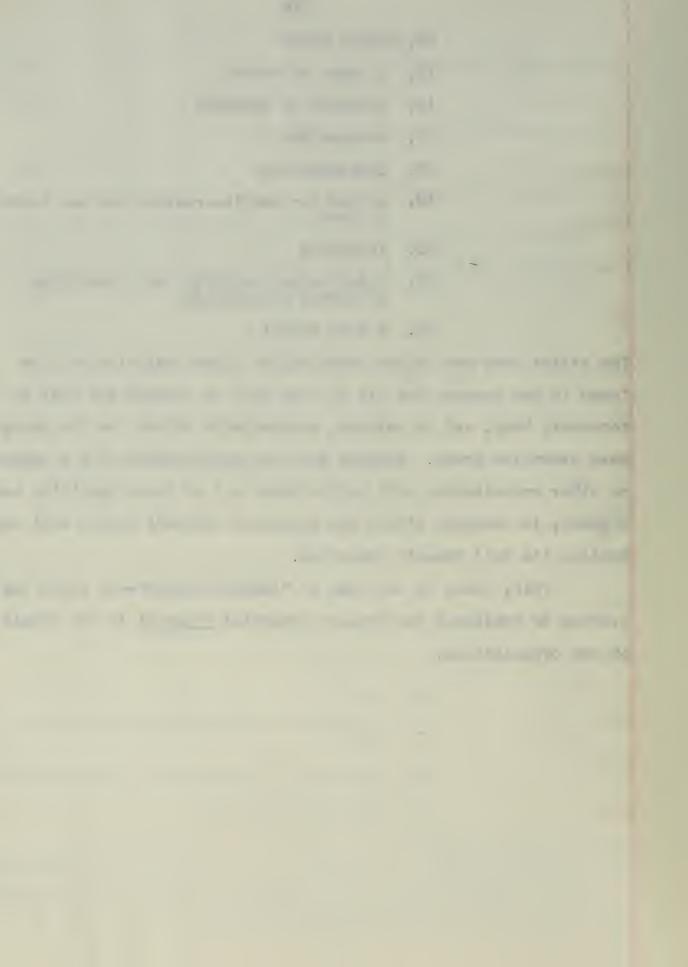[1] Chester I. Barnard, "The Nature of Leadership", in _Human Factors_ by Hoslett, _op. cit._.

[2] G.U. Cleeton and C.W. Mason, _Executive Ability, Its Discovery and Development_, (Antioch Press, 1946) Ch.3.

14. Common Sense

15. A sense of humor

16. Accuracy of judgment

17. Perspective

18. Introspection

19. A feel for people--respect for and faith in them

20. Intuition

21. Intellectual capacity and a knowledge of formal methodology

22. A team spirit

The writer does not believe that all of these qualities will be found in one person, but all of them must be present and felt in the corporate body, and in balance, particularly within the top management executive group. Neither does the writer infer that a company or other organization will fail without all of these qualities being present, in balance, within the corporate body--it simply will not realize its full dynamic potential.
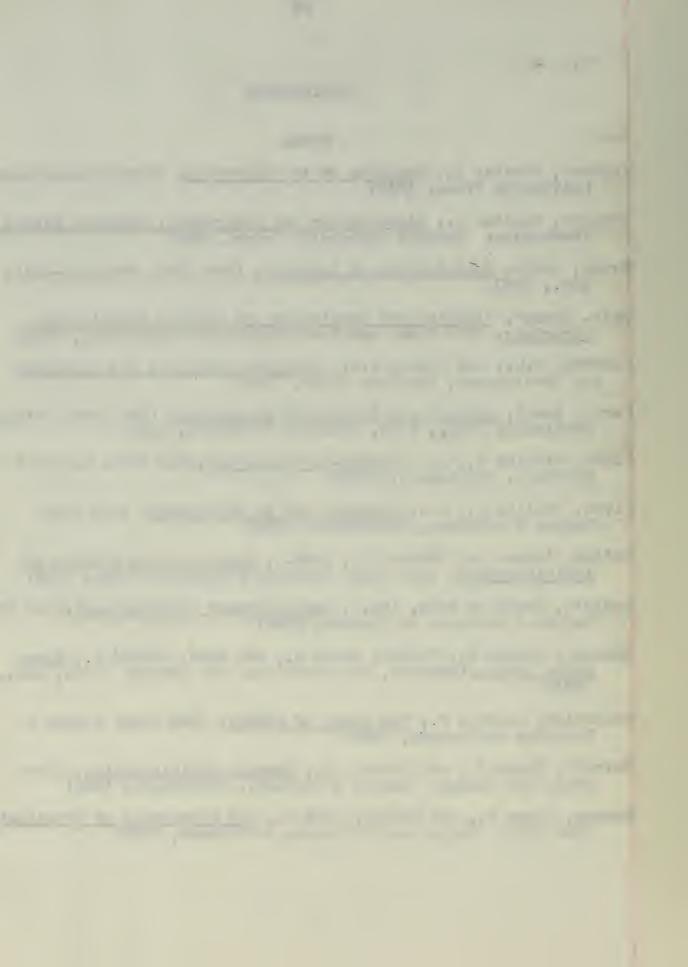
This, then, is the task of "Administration"--to solve the problem of realizing the dynamic potential existent in the people of the organization.

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